

To: The Kentucky e-Health Network Board

From: Kentucky Healthcare Infrastructure Authority (KHIA)

Date: August 27, 2008

RE: Ke-HN Board – Sep 3, 2008 Report and Recommendations on the Ke-HN Strategic Plan 2008-2012.

As set forth on its website at <http://sites.google.com/site/khiaauthority/ke-hn-strategic-plan-2008>, and in accordance with its roles and responsibilities under Senate Bill 2, which include responsibility to “facilitate the development of the Kentucky e-Health Network”, and to “provide leadership in the redesign of the healthcare delivery system using information technology”, and in accordance with the approved Ke-HN strategic planning process set forth in Appendix 1 (below), and in support of the actions recommended by the Ke-HN Strategic Plan Steering Committee in its first meeting held on August 26 (see Appendix 2), the Kentucky Healthcare Infrastructure Authority (KHIA) is pleased to provide the Ke-HN the following report and recommend the board actions noted.

Monthly Report:

Task	Description	Status
Task 1	Finalize Plan Development Process	Completed August 12, 2008
Task 2	Start Strategic Plan Research – Inventory of HIE Assets	Started Aug 25 – KHIA meeting in Lexington at UK
Task 3	Provide Medicaid Transformation Grant Recommendations for Consideration	Final draft delivered to Barbara Baker Aug 20, 2008.
Task 4	Develop Steering Committee	Structure completed, invites sent August 18, 2008
Task 5	Finalize Vision and Mission (to recommend to board)	Completed August 26, 2008 (see appendix 3, 4)
Task 6	Meet with Steering Committee	Completed Aug 26, 2008. Selected parties unable to attend due to scheduling conflicts – including Lt. Gov and David Williams designee.

Recommendations from Steering Committee and Authority:

Recommendation 1: Motion: Ke-HN board approves use of updated vision and mission as basis for developing the Ke-HN strategic plan.

Comment: Authority sent out an invitation to complete survey to approximately 400 people. E-Mail stated that non-responses would be “taken” as supportive. Based on feedback from 44 respondents, the vision and mission were slightly modified by the Authority. Based on these

modifications, the Steering Committee unanimously agreed to a motion that the Ke-HN board adopt the updated vision and mission statements as set forth in Appendix 3, as a basis for allowing the strategic planning process to proceed.

Recommendation 2: Discuss and provide guidance about feasibility of timeline for goals-setting process. We ask the board for guidance about keeping to the Dec 3 goal, or extending into 2009.

Comment: In moving this recommendation, the steering committee recommended consideration of the following issues:

- A. No state funding expected.
- B. Payor/Hospital implementation of ICD 10, etc.; resource constraints.
- C. Importance of no unfunded mandates.
- D. Importance of building on RHIOs and other community HIE initiatives.

Recommendation 3*: Motion: Ke-HN board will send e-mail to all non-board member parties invited to participate on the steering committee encouraging them to actively participate in the meetings, beginning Sep 2____, as a basis for developing a consensus strategic plan as soon as possible.

Recommendation 4*: Motion: Ke-HN board recommends that the Authority modify the strategic planning process steps to incorporate governance recommendations from the ad-hoc governance committee.

Recommendation 5*: Motion: Ke-HN board recommends that The Cabinet, Medicaid and the Ke-HN Board staff provide the Authority an “asset profile” of the KY Medicaid Transformation Grant as soon as possible, so that the Authority can include that asset in the consideration of assets which could be leveraged for the Ke-HN.

Recommendation 6*: Motion: Ke-HN board encourages each member of the board to work with the Authority to complete an “asset profile” of other key assets which they believe could be leveraged to help develop the Ke-HN (Medicaid, public health, Gov IT, etc.).

* = recommended by Authority only, not Steering Committee.

Appendix 1

Ke-HN Strategic Planning Process

Approved 8-12-08

(Incorporating Ke-HN Board recommendations of Aug 6, 2008)

Task 1: Finalize Plan Development Process - Due August 12, 2008

Step A. Write up results of retreat

Step B. Share results of retreat, plus this plan-development plan with Authority and Ke-HN Board;

Step C. Finalize plan development process

Comments from Ke-HN board on Aug 5, 2008:

- Invite board members to participate
- Present to board monthly
- Give board at least 1 week of "reading time" ahead of each board meeting so they have time to provide input.
- \$ from legislation unlikely in next 2 years...
- Plan to court private investment...private investment essential.
- Make sure to include/integrate Ke-HN board - don't "recreate the wheel."

Task 2: Strategic Plan Research - starts Aug 7, 2008

Step A. Develop plan outline

Step B. Gather Kentucky Inventory of HIE Assets (due Sep 30).

Step C. Do research and develop sections of plan as information comes available.

Who: Gary Ozanich

Where: A. [Kentucky Inventory of HIE Assets](#); B. [Strategic Plan Outline](#)

Task 3: Provide Medicaid Transformation Grant Recommendations for Consideration - Aug 16, 2008.

Step A: Draft approaches consistent with "best knowledge" about Ke-HN strategic plan directions.

Step B: Finalize approach and submit to Administration leadership, cc: board.

Task 4: Develop Steering Committee – First Meeting Tentatively August 27, 2008

A Strategic Plan Steering Committee will be formed, comprised of leaders from each of the key organizations which comprise the Ke-HN Community as set forth under legislation. Per feedback from the Ke-HN board, we will invite leaders from the Ke-HN Board in these categories to "commit" to the steering committee job. In addition, we will present decisions/results of the process to the Ke-HN board monthly, for feedback.

Step A. Finalize/Invite Members

- KeHN Board: Co-Chairs: Carol Steltenkamp and Larry Cook
- Governor's Office: Lt. Governor Mongiardo and Eric Duncan
- CHFS: Deputy Secretary Steven Nunn and Barbara Baker
- Legislature: Julie Denton, Tommy Thompson
- RHIO Representatives: Sheila Andersen, Keith Hepp
- Business Leadership Representatives – 2-4 senior business leaders, to be "recommended" by KHIA, working with Kentucky Chamber of Commerce
- Clinical leadership - 2-4 clinical leaders to be "recommended" by the KHA, KMA, and potentially other clinician associations.

Step B. Schedule monthly Ke-HN Planning Committee meetings – starting ~August 25, 2008

See [Steering Committee](#) area for details.

Task 5: Finalize Vision and Mission - Due August 26, 2008

- Step A. Authority review and approve DRAFT vision and mission.
- Step B. Share DRAFT Vision and Mission with Ke-HN community for comment and feedback (via e-mail and web)
- Step C. Finalize Vision and Mission based on feedback.

Who: Judah Thornewill

Where: [Vision and Mission Page](#)

Task 6: Meet with Steering Committee - Aug 27, 2008

- Step A. Do introductions
- Step B. Review committee responsibilities and membership.
- Step C. Review planning process.
- Step D. Present proposal for final vision/mission
- Step E. Obtain comments and recommendations of what to send to and present to the board.

Task 7: Brief the Ke-HN Board - Due Sep 3, 2008, 3:00 PM

- Step A: Send materials to board members one week prior to board meeting - 8-27-08
- Step B: Present information and recommendations to the Board
- Step C: Request comments.
- Step D: Request approval of Vision and Mission.

Task 8: Finalize Goals - Due September 23, 2008

- Step A. Create online “voting” and “comment” system to solicit comments/inputs from community.
- Step B. Create Delphi process (3 stages, over 6 weeks) to finalize vision/mission/goals - launch around Aug 15th;
Goals posted in survey system...people go online, vote for their preference...or add new one...the process repeats 3 times, until finalized.
- Step C. Using inputs from Delphi process, finalize goals (with guidance from Steering committee)

Who: Elizabeth Regan

Where: [Goals Worksheet](#)

Task 9: Complete Kentucky Inventory of HIE Assets Task - Due Sep 23, 2008

- Step A. Create online survey
- Step B. Notify community
- Step C. Gather Information
- Step D. Organize/evaluate/Summarize

Task 10: Meet with Steering Committee - Sep 24, 2008 (Tentative)

- Step A. Do introductions
- Step B. Review committee responsibilities and membership.
- Step C. Review progress.
- Step D. Present results of KY Inventory of HIE Assets
- Step E. Present proposal for final goals
- Step F. Obtain comments and recommendations of what to send to and present to the board.

Task 11: Brief the Ke-HN Board - Due Oct 1, 2008, 3:00 PM

Step A: Send materials to board members one week prior to board meeting - 9-25-08
Step B: Present information and recommendations to the Board
Step C: Request comments
Step D: Request approval of goals

Task 12. Develop Objectives, Strategies, Tasks and Budgets for Each Goal - Oct 28, 2008

Step A. Design Workgroups for each goal
Step B. Invite participants
Step C. Organize appropriate process for workgroup (e.g. emails, meetings, etc.)
Step D. Develop objectives, strategies, tasks and budgets for each goal
Step E. Deliver results to Authority

Task 13: Meet with Steering Committee - Wed Oct 29, 2008 (Tentative)

Step A. Do introductions
Step B. Review committee responsibilities and membership.
Step C. Review progress.
Step D. Present results of KY Inventory of HIE Assets
Step E. Present proposal for final goals
Step F. Obtain comments and recommendations of what to send to and present to the board.

Task 14: Brief the Ke-HN Board - Due Nov 5, 2008, 3:00 PM

Step A: Send materials to board members one week prior to board meeting - 9-29-08
Step B: Present information and recommendations to the Board
Step C: Request comments
Step D: Request approval of objectives, strategies, tasks and budgets

Task 15. Develop DRAFT Strategic Plan 2008 – 2012 - Due: November 14, 2008

Step A. Gather all information from all workgroups.
Step B. Develop DRAFT plan
Step C. Review with Authority
Step D. Distribute to Steering Committee

Task 16: Meet with Steering Committee - Thu Nov 20 or Fri Nov 21, 2008 (Tentative)

Step A. Review progress.
Step B. Review/discuss DRAFT strategic plan
Step C. Obtain comments and recommendations - to prepare for board briefing.

Task 17: Brief the Ke-HN Board - Due Dec 3, 2008, 3:00 PM

Step A: Send strategic plan to board members one week prior to board meeting - 9-29-08
Step B: Present strategic plan to board
Step C: Request comments and conditional approval subject to any final suggested modifications.

Task 18. Finalize and publish DRAFT Strategic Plan 2008 – 2012 - Due: January 7, 2008

Step A. Process comments from board.
Step B. Finalize plan
Step C. Distribute via e-mail to Authority and Board for final approval

Anticipated Result

The anticipated result of this process will be:

- Medicaid Transformation Grant proposal submitted aligned with Ke-HN strategy
- A consensus Ke-HN Strategic Plan 2008 – 2012 approved.
- Ke-HC restructured to support large contributions/capital management (in collaboration with ad-hoc governance committee)
- Clarification of roles of Ke-HN board, Corp and Authority (in collaboration with ad-hoc governance committee)
- Social capital built through key leaders plus stakeholders working together to achieve shared goal.
- Foundation laid for successful plan implementation in 2009.

Appendix 2

Steering Committee Meeting Agenda and Minutes

August 26th, 2008 11:00 -12:30

AGENDA:

1. Introductions
2. Review Ke-HN organizational structure under SB-2 (Administration, Board, Authority, Corp)
3. Review approved strategic planning process
4. Review steering committee roles and responsibilities.
5. Review membership categories and RSVPs to date.
6. Review/discuss feedback on vision and mission and determine recommendations for Ke-HN board in Sep.
7. Set next meeting time.

Meeting Minutes

Meeting minutes are as follows:

Attendance * = confirmed membership. # = attended.

Kentucky Healthcare Infrastructure Authority

*Judah Thornewill, UofL (steering committee chair)

* Bob Esterhay, UofL (Authority Co-Chair)

* Carol Steltenkamp, UK (Authority Co-Chair)

* Gary Ozanich, NKU

KeHN Board Co-Chairs:

+ Dr. Carol Steltenkamp

+ Dr.Larry Cook

Ke-HN Board:

+ means board member

Governor's Office:

Lt. Governor Mongiardo

Eric Duncan

CHFS:

+ Janie Miller, Secretary

+ Steven Nunn, Deputy Secretary

* Barbara Baker, Policy Analyst

Medicaid:

+ Elizabeth Johnson, Commissioner, Medicaid Services

* Shannon Turner, EVP, University Health Care / DBA Passport

Other State Government Officials

* John Burkholder, Ky Dept Insurance

Kentucky Legislature

* Senator David Williams (co-sponsor of SB-2) or designee

*+ Julie Denton (board member)

+ Tommy Thompson (board member)

RHIO Representatives

* Sheila Andersen, Chair of the Board of LouHIE

* Keith Hepp, Vice-President, HealthBridge

* Betty Regan

Business/Economic Development Leaders

* + Deborah Clayton (also a Ke-HN board member)

* Bryan Sunderland, KY Chamber of Commerce
* Robert Slaton, KY Chamber of Commerce
Others TBD - based on recommendations from Kentucky Chamber of Commerce

Hospital Healthcare Leader

TBD - based on recommendations from KHA

* + Randy McCleese

Physician Community Leaders

* + Kim Williams

* TBD based on recommendations from KMA

HealthPlan Leaders

* + Janna Meek, Humana

* Preston Gorman, Bluegrass

Mike Lorch, Anthem

Steering Committee Actions Taken:

1. Motion: Recommend to Ke-HN Board a discussion about feasibility of timeline for goals setting (unanimous approval)
 - Discussion points:
 - A. No state funding expected.
 - B. Payor/Hospital implementation of ICD 10, etc.; resource constraints .
 - C. Importance of no unfunded mandates
 - D. Importance of building on RHIOs and other community HIE initiatives.
2. Motion: Vision statement approved as is. Branding statement approved subject to A.) brand availability and B.) market testing, which should also consider other brands, including use of the vision statement as a brand. (unanimous approval)
3. Motion: Approve high-level mission statement as is or with minor modifications; exclude detailed bullet points from mission statement until goals setting process further along. (unanimous approval).

Next meeting date to be determined via e-mail.

Appendix 3

Proposed Mission and Vision Statements for the Ke-HN

V. Aug 27, 2008

The Aug 5, 2008 proposed mission and vision statements (see details below) were modified based on three processes: 1. results of statewide online survey, sent to approximately 400 people on Ke-HN and RHIO mailing lists; 2. evaluation by the Authority; and 3. recommendations by the Strategic Plan Steering Committee in their [8-26-08 meeting](#).

Vision Statement

In our opinion, Ke-HN will be considered successful, if (by 2020) we have...

Vision

Healthier Kentuckians through Information Exchange

Brand*

New Generation Healthcare™

Example:

XYZ Associates

A certified provider of

New Generation Healthcare™

* Approval contingent on A.) brand availability; and B.) market testing, which should include consumer and provider feedback, and should also consider other brands including the vision statement

Mission Statement

*To achieve this vision we believe that the Ke-HN Board, the Kentucky e-Health Corporation and the Kentucky Healthcare Infrastructure Authority should **do** the following..*

Mission

The Kentucky e-Health Network,
a collaboration of the Kentucky e-Health Network Board,
Kentucky e-Health Corporation, and Kentucky Healthcare Infrastructure
Authority,
will support statewide adoption of health information technology
and interoperable health information exchange
to enhance the health of all citizens.

Activities conducted will include:

- TBD
- TBD
- TBD

To be determined in conjunction with goals-setting process. These bullets may mirror the goals that are set.

Appendix 4: Survey responses

44responses

Summary [See complete responses](#)

Do you Support the Proposed Vision / Brand?

I/we support the proposed vision / brand as is 36 82%

I/we support it with modifications 7 16%

I/we propose an alternative vision/brand for consideration 2 5%

People may select more than one checkbox, so percentages may add up to more than 100%.

Do You Support the Proposed Mission Statement?

I/we support the proposed mission statement as is 32 73%

I/we support it with modifications 11 25%

I/we support an alternative Mission 1 2%

People may select more